



REQUEST FOR PROPOSALS

CITY OF EUREKA MARKETING SERVICES

CITY OF EUREKA, CALIFORNIA
REQUEST FOR PROPOSAL (RFP)

PROJECT TITLE: MARKETING SERVICES

EXPANDED TITLE: SERVICES FOR BRANDING, MARKETING, AND IMAGE BUILDING FOR THE CITY OF EUREKA WITH TARGETED EMPHASIS ON VISITORS, BUSINESSES, AND LOCAL RESIDENTS

Release Date: Wednesday, February 6, 2019
Proposal Deadline: Friday, April 5, 2019 - No Later than 4:00 P.M.

Contact Person: Rob Holmlund, Development Services Director
531 K Street
Eureka, CA 95501
(707) 441-4160

Critical Dates and Requirements

RFP Announcement Released:	Wednesday, February 6, 2019
Optional Pre-bid Meeting	Friday, February 15, 2019
Deadline for Submittal of Questions:	Friday, February 22, 2019
Addendum #1 (answers to questions):	Friday, March 1, 2019
Proposals Due (7 bound and 1 unbound):	Friday, April 5, 2019 (4:00pm)
Selection Panel Review:	Wednesday, April 17, 2019
Interviews (if necessary):	Wednesday, April 24, 2019
City Council Approval of Consultant:	Tuesday, May 7, 2019
Contracting Completed with Consultant:	Friday, June 14th (or sooner)
Contract Initiation:	Monday, July 1, 2019

All submittals shall be professional produced and printed in ink clearly and legibly, in conformance with this RFP. Proposals shall be printed double-sided on 8-1/2 x 11 inch paper. By the date/time listed above, nine (9) bound copies and one (1) unbound copy of the proposal shall be submitted in an envelope or box plainly marked on the outside: "Marketing Services Proposal." Applicants must also submit a digital copy of their proposal to the City by email to developmentservices@ci.eureka.ca.gov by the date listed above. The City of Eureka is not responsible for any costs incurred in the preparation of proposals and/or any work rendered by a firm prior to the contract award.

NOTICE OF REQUEST FOR PROPOSALS

Bid#: 2019-16

PROJECT TITLE: MARKETING SERVICES

1. The City of Eureka (hereinafter "CITY") is soliciting Requests for Proposals for marketing services, and will receive proposals at the Finance Office, 1st Floor, 531 K Street, Eureka, California, 95501, up to the hour of **4:00 PM, Friday April 5, 2019**. Consultants shall submit nine (9) bound copies and one (1) unbound copy of the proposal.
2. The services to be performed by the successful proposer are described in the Request for Proposals. Copies of the Request for Proposals are available at:
<http://www.ci.eureka.ca.gov/rfps/default.asp>. Physical copies can be retrieved from the CITY at:
Finance Department
1st Floor
531 K Street
Eureka CA 95501
(707) 441-4140
3. All responsive proposals shall be reviewed and evaluated by the CITY in order to determine which proposer best meets the CITY's needs for the PROJECT. The criteria by which the CITY shall evaluate proposals are set forth in the Scope of Work.
4. The CITY reserves the right to reject any and all proposals or waive any irregularities in any proposal or the proposal process.
5. The City of Eureka is not responsible for any costs incurred in the preparation of proposals and/or any work rendered by a firm prior to the contract award.



Rob Holmlund

Development Services Director

2/6/19

Date

PURPOSE

The purpose of this Request for Proposals is to acquire proposals from qualified full-service marketing agencies and/or marketing consultants. The selected Consultant will develop a distinct and ever-evolving “brand” for Eureka, provide a range of professional marketing services, and engage in effective promotion of the City of Eureka as a premiere northern California destination for residents, businesses, and visitors. The City will provide a maximum annual budget of \$370,000.

BACKGROUND CONTEXT

Eureka is 270 miles north of San Francisco, 150 miles west of Redding, and 400 miles south of Portland, Oregon. Eureka is largest coastal city in California north of San Francisco and is the westernmost incorporated city in the contiguous United States. Eureka’s geographic position is one of its greatest assets. Eureka is positioned in the middle of California’s North Coast, a vast sparsely-populated region consisting largely of national/state forests, national/state parks, unspoiled coastlines, wild rivers, and countless natural wonders all within an area substantially larger than the states of Connecticut, Massachusetts, and Rhode Island combined (but with a population 4,000% smaller). Yet, despite this geographic isolation, Eureka is more than a quaint little town in the middle of wilderness.

The combined population of Eureka and surrounding unincorporated communities (the Greater Eureka Area) is approximately 50,000, making Eureka the second largest urban area in the north half of the state, Redding being the largest. While it is not a “big city” by most definitions, Eureka is the largest city in the north coast region. Within this region, Eureka is the only city with buildings over three stories, is home to the largest hospital, has the only commercial waterfront, and has by far the largest concentration of lodging, restaurants, and retail stores. While Eureka contains only 20% of Humboldt County’s overall population, the City generates around 50% of the County’s overall sales tax and is home to nearly half the jobs in the County. Eureka is the opposite of a “bed room community,” providing a disproportionately high share of employment, shopping, medical services, and recreation options for populations throughout the region. The City is also located on Humboldt Bay, which is the only deep-water port on California’s North Coast and the most important port between San Francisco and Northern Oregon. So, while Eureka is not a “big city,” it plays the role of “the big city” of the north coast region and serves as its economic center.

The City’s geographic position also has the advantage of serving as a strategic tourism destination. Anyone traveling along California’s north coast is literally forced to drive directly through Eureka; there are no alternate routes around the City. If someone wants to travel along the coast from San Francisco to Portland, they **will** travel through Eureka. Literally hundreds of thousands of people pass through the City each year as they travel along the coast, many of whom are tourists seeking to access the natural wonders of Coastal California and Oregon. Because these travelers pass directly through the center of the City, Eureka has developed a disproportionally high share of hotels in the region that provide lodging for through-traveling visitors. But, Eureka is more than just a place to stop overnight on the way to national parks. Top destinations in Eureka include the nationally renowned Eureka Old Town Historic District, Sequoia Park Zoo (California's oldest zoo), over six miles of waterfront trails, boating and kayaking on Humboldt Bay, extensive shopping venues, extensive dining options, Humboldt Botanical Gardens, Fort Humboldt State Historic Park, Blue Ox Millworks and Historic Park, access to secluded beaches, and many other attractions. In addition, Eureka is an ideal destination for lovers of history and architecture. The entire city is a state historic landmark, with hundreds of historically-significant Victorian homes and dozens of restored commercial buildings constructed in the latter half of the 1800s.

Another particularly important part of Eureka’s identity is arts, culture, and creativity. In 1998, the city was voted as the number 1 best small art town in the book "The 100 Best Small Art Towns in America." Four theaters and performance centers provide year-round productions and there are several galleries and museums. In 2017, the City was competitively awarded the designation of a “California Cultural District,” sparking a renewed commitment among Eureka’s citizens to an already vibrant arts and culture scene. The First Annual Street Art Festival occurred in late summer of 2018, in which the painting of 18 new murals attracted thousands of visitors. Only one month later, the City hosted an Arts and Culture festival celebrating the installation of dozens of new sculptural benches along the City’s waterfront trails. Literally dozens of other arts and culture related projects are underway throughout the City fueling a renaissance of creative energy and love for the City. Eureka is also home to three different weekly farmer’s markets and several re-occurring events such as Thursday Night Concerts on the Boardwalk, Friday Night Markets, and a monthly “Arts Alive” in which local businesses

host and celebrate local artists. There are also countless annual events, including the Kinetic sculpture race, the Redwood Coast Music Festival, the Rhododendron Festival, the 4th of July Carnival, Humboldt Bay Paddle Fest, the Humboldt Bay Marathon, and dozens of others.

Another asset of Eureka is its geographically-strategic position relative to cannabis. Humboldt County is internationally-known as a hub of cannabis quality, quantity, and innovation. In many ways, Humboldt County is to cannabis what Napa County is to wine. Nearly 89% of all US wine is produced in California, but only about 4% of California wine is produced in Napa. Despite this miniscule percentage, Napa is the most internationally-recognized California wine region. It is currently not known how much of California's cannabis is produced in Humboldt County, but the percentage is likely significant. Regardless of the total percent produced, however, Humboldt County has a renowned reputation for cannabis just like Napa does for wine. This is an opportunity that Eureka can exploit, especially since Eureka is geographically centered between the Eastern Humboldt cannabis growing region centered around Willow Creek and the Southern Humboldt cannabis growing region centered around Garberville. While this topic is inherently controversial, cannabis is now recreationally legal in California and the Eureka City Council has actively embraced the establishment of cannabis-based businesses in Eureka. At the time of the release of this RFP, over fifty new cannabis-based businesses are either operational or actively engaged in the permitting process. The City estimates that over 250 new jobs have been created by new cannabis businesses in the past 12 months. The majority of these businesses and jobs are in the cannabis manufacturing and distribution sectors that serve the cannabis farms in the surrounding region. However, Eureka is also on track to have the highest concentration of cannabis retail facilities and on-site cannabis consumption facilities on the north coast, which are likely to provide significant tourism opportunities. Accordingly, Eureka can market itself as a central hub for international tourists seeking the "Humboldt cannabis experience." In fact, with the proper marketing and branding, Eureka could become one of the primary cannabis tourist destinations in California.

Eureka is also a hub of nature experiences. The City is within a short drive to dozens of beaches, countless hiking trails, and several State/National Parks. Eureka also has the best facilities on Humboldt Bay to launch kayaking, canoeing, sailing, and recreational boating adventures. For the more terrestrial-minded, the City has over six continuous miles of paved wheelchair-accessible waterfront trail, passing through a range of pristine habitats, city parks, and urban settings. This relatively new waterfront trail is a remarkable asset to the region, providing opportunities for hiking, jogging, biking, and nature viewing for all ages. Several inland trails are also planned, including the two-mile long "Bay to Zoo Trail," which is scheduled to connect the waterfront trail to the Sequoia Park Zoo. The Zoo itself is a natural treasure set in Sequoia Park, a large City park rich in massive Redwood Trees. The recently added otter and red panda exhibits have added significantly to the appeal and attendance of the zoo. The upcoming installation of the Local Predators exhibit will take everything to the next level and make the Sequoia Park Zoo a significant regional attraction. A bear/coyote exhibit will include a viewing bridge over the animals while the mountain lion exhibit will include a cage tunnel under the animals. Most exciting will be the ¼-mile-long canopy walk, which will consist of elevated bridges spanning from redwood tree to redwood tree reaching a height of sixty feet off the ground.

Eureka is a great place to live due to the combination of the City's geographic isolation, role as regional economic hub, and identity as a mecca of architecture, history, arts, and culture. On a single day, a Eureka resident can jog along a breath-taking waterfront trail, shop in local businesses in historic buildings, eat at the zoo café while watching otters frolic, take a walk on the beach, kayak in pristine estuaries while bird watching, eat at a fine-dining restaurant, and watch world-class performances at the Eureka symphony. The options for outdoor nature experiences are countless and at the same time the City is rich in cultural, business, and social opportunities. The City has a lot to be proud of and is ready to evolve to the next level in the way that the City is branded and marketed.

A DELIBERATE SHIFT IN STRATEGY

As explained above, Eureka is a great place to live, work, and visit. The City wants to promote this fact with outstanding innovative marketing, not only to prospective visitors living outside of the area, but also to local residents and businesses. For many years, the City of Eureka has partnered with Humboldt County and other local jurisdictions to jointly fund the Eureka Humboldt Visitors Bureau (EHVB), which promotes tourism associated with the general Humboldt County area, predominantly focusing on Redwood forests north and south of Eureka (www.visitredwoods.com). The target audience

of the EHVB is “destination tourists” that live outside of the North Coast region and the EHVB’s objective is to attract tourists to visit Humboldt County. The City is now seeking to evolve beyond the promotion of Humboldt County and Redwoods and to expand beyond the target audience of remotely-located destination tourists in order to include local residents as well.

Eureka is deliberately and strategically shifting its funding and destination marketing efforts towards a marketing strategy that concentrates specifically on Eureka while simultaneously expanding the target audience to include local/regional residents and the local business community. This is based on a well-recognized need to help many local and regional residents revitalize their image of Eureka. It is difficult to sell Eureka as a destination if residents of Eureka and neighboring communities hold negative impressions of the City. Accordingly, the City is seeking assistance from marketing professionals to create and promote a positive image of Eureka, among both locals and visitors. A primary mission of the City’s new strategy is to promote the City of Eureka not only as a desirable destination to visit, but also as an amazing place to live, work, and run a business. Therefore, as a part of the process of focusing our destination marketing efforts more specifically on Eureka, the City’s new approach will also include the task of thoroughly re-inventing the “Eureka brand” and how the City represents its identity and image (internally and externally). Eureka, unlike many places, actually has a story. A true, authentic story. This is perhaps our greatest attribute. Mining this story and discovering the layers in the past, then penning the future tales will be the essence of the City’s new approach.

The City will be accepting proposals for marketing services per the schedule provided at the beginning of this document. Proposals may be submitted by non-profits, private businesses, and other entities. The following pages outline what the City is seeking in these services.

UNDERLYING GOALS

Interested parties are highly encouraged to read and thoroughly understand the goals outlined in Appendix A before reading the scope of work.

During the 2018 City Council Strategic Visioning Session, all of the City Council members spent two entire days together identifying the City’s biggest challenges, greatest needs, and top priorities for the coming two years. The two most agreed-upon challenges were a “negative public narrative” and the phenomenon that “What you focus on is what you see.” These are serious challenges in Eureka, where the local media, local residents, members of the business community, and residents of nearby communities too often focus deeply and exclusively on Eureka’s darkest corners. While things are getting better in this regard over the past year, the City needs help with shining a spotlight on Eureka’s assets (and enhancing Eureka’s assets) so that we all “focus on” and “see” a better Eureka.

It is the City’s expectation that the selected Consultant will be a vital partner to the City in strategically analyzing and preparing for the goals in Appendix A and will make substantial contributions towards the accomplishment of these goals. See Appendix A.

SCOPE OF SERVICES

While the scope of work below is what the City believes is needed, the City also is very open to entirely different approaches. Accordingly, entities that are putting together proposals are encouraged to modify and/or entirely reimagine every component of the scope of work. If there are better ideas than what is presented below, then we want to know about it. The City is not an expert on marketing or branding, which is the reason the City is seeking a specialist to serve as a Consultant and partner to the City. Thus, if the scope below can be improved upon, then the City expects specialists to tell us things we don't know and to guide us towards the most efficient and effective ways to spend our limited funds. Inspire us. Teach us. Help us make Eureka a better place.

Task 1: Research and Analysis

This is the first task that the selected Consultant will deliver to the City. Provide an outline and/or timeline of how the Consultant would accomplish this task of conducting the initial research and analysis necessary to implement the remainder of the scope of work.

Upon initiation of the contract, the selected Consultant will review existing branding and marketing currently underway in Eureka and in the region. Consultant will then utilize this information, as well as their experience and expertise, to build strategies and tactics to embed messaging into the community, internally and externally. The messaging must be designed to resonate regionally, nationally, and internationally. This stage of the process will also include establishing relationships with City staff and other relevant stakeholder groups. Additionally, the selected Consultant will provide a transition plan to minimize disturbance of any current marketing efforts.

Task 1 Proposal Requirement:

Provide an outline and/or timeline of how the Consultant would accomplish the task of conducting the initial research and analysis necessary to implement the remainder of the scope of work. Preliminary research/analysis is also welcome.

Task 1 Contract Deliverables (for selected consultant only):

- Analysis of existing branding and marketing currently underway in Eureka and in the region.
- Transition plan from the current situation to new messaging and new target audiences. Where appropriate (as determined by Consultant and City staff), include ways to maintain and/or collaborate with current marketing efforts throughout transition.
- Establish relationships with City departments and relevant organizations.
- Begin the process of establishing the vision and goals of the brand identity in reference to the General Plan and City Visioning.

Task 1 Required Contract Timeline: July 2019 – September 2019

Task 2: Audience Research and Identification Plan

During the life of the contract, the Consultant will develop and maintain a "City of Eureka Audience Research and Identification Plan." For the purposes of this proposal, provide a detailed outline or early draft of the Plan that will guide the Consultant's work throughout the life of the contract. The draft submitted does not need to be a final product, but should include sufficient detail to demonstrate to the City the Consultant's overall approach to researching and determining the appropriate audiences to which everything in this scope of work will be directed. Identify strategies for demographic data gathering and analysis, how the Consultant will keep the data updated, how the Consultant will utilize the data collected, and any other components that clearly define what the City can expect in regards to audience research and identification. Also provide a detailed list of suggested metrics by which the City should measure success for this task. The Consultant will be expected to submit an update to this plan annually.

Task 2 Proposal Requirement:

Detailed outline or early draft of a “City of Eureka Audience Research and Identification Plan.”

Task 2 Contract Deliverables (for selected consultant only):

- Annually-updated “City of Eureka Audience Research and Identification Plan.”
- Strategies for data gathering, analysis, updates, and utilization.
- Consultant-suggested metrics by which the City should annually measure success for this task.

Task 2 Required Contract Timeline: First submittal on December 1st, 2019; Annual update on July 1st each year.

Task 3: Eureka Branding and Image Management Plan

This task is about branding Eureka, not about branding the Consultant’s organization. During the life of the contract, the Consultant will develop and maintain a “City of Eureka Branding and Image Management Plan.” For the purposes of this proposal, provide a detailed outline or early draft of the Plan. The draft submitted does not need to be a final product, but should include sufficient detail to demonstrate to the City the Consultant’s overall approach to branding and image management for Eureka. How will the Consultant establish an ever-evolving Eureka Brand that is inspiring to locals, residents of the greater region, and attractive to visitors? The development of logos, letterhead, and other related materials will be for the City of Eureka, not for the Consultant’s organization. The City needs good branding and a good image, not a Consultant-organization with a good brand and a good image. It is the City’s expectation that the selected Consultant will revise, finalize, and receive City approval for the plan within one year of being selected. Also provide a detailed list of suggested metrics by which the City should measure success for this task.

Task 3 Proposal Requirement:

Detailed outline or early draft of a “City of Eureka Branding and Image Management Plan.”

Task 3 Contract Deliverables (for selected consultant only):

- Annually-updated “City of Eureka Branding and Image Management Plan,” including a brand strategy for each target audience.
- Strategies for the gathering, analyzing, and utilizing demographic data to inform brand and image management.
- Consultant-suggested metrics by which the City should annually measure success for this task.

Task 3 Required Contract Timeline: First submittal on December 1st, 2019; Annual update on July 1st each year.

Task 4: Marketing, Media Production, and Communications Plan (aka “Marketing Plan”)

During the life of the contract, one of the primary responsibilities of the selected Consultant will be to work with City staff to create the messaging, expression of brand standards, and visual elements that will effectively communicate the City’s emerging identity to target audiences. Messaging should connect to the hearts and minds of our internal and external audiences. This will all be managed through an annually-updated Marketing Plan.

For the purposes of this proposal, provide a detailed outline or early draft of a City of Eureka Marketing, Media Production, and Communications Plan that will guide the Consultant’s work throughout the life of the contract. The draft submitted does not need to be a final product, but should include sufficient detail to demonstrate to the City the Consultant’s overall approach to the following types of activities:

- Marketing and representing Eureka
- Producing and managing media regarding Eureka
- Strategies for staying up-to-date regarding Eureka-based events and activities
- Techniques to increase the attendance of Eureka-based events

- Identification of specific mediums that will be used to market/communicate, how/why those mediums will be used, specific marketing and communication strategies, how various components of Eureka will be marketed differently
- Style guide with visual and graphic standards
- Specific strategies for developing and maintaining a website
- Strategies for producing a variety of marketable media (such as audio, video, photographs, etc)
- Strategies for “earned media”
- Approaches for maintaining a robust social media presence on behalf of the City
- SEO/keyword targeting strategies
- Approaches to search/display marketing and channel/platform planning
- Any other components that clearly define what the City can expect in regards to marketing and branding strategies.

It is the City’s expectation that the selected Consultant will revise, finalize, and receive City approval for the plan within one year of being selected.

Task 4 Proposal Requirement:

Detailed outline or early draft of a “City of Eureka Marketing, Media Production, and Communications Plan.”

Task 4 Contract Deliverables (for selected consultant only):

- Annually-updated “City of Eureka Marketing, Media Production, and Communications Plan.”
- Consultant-suggested metrics by which the City should annually measure success for this task.

Task 4 Required Contract Timeline: First submittal on December 1st, 2019; Annual update on July 1st each year.

Task 5: Implementation of Marketing and Branding Strategies

This is the most important task and the heart of the project. This task consists of the day-to-day implementation of the above plans, as well as all the activities, actions, and accomplishments implemented by the Consultant to brand and market Eureka. This task constitutes the sole purpose of the funding provided by the City and is the primary measure by which the Consultant will be measured. For the purposes of this proposal, provide a narrative of how the Consultant will implement this project, engage with the various audiences, and manage Eureka’s image.

Task 5 Proposal Requirement:

Narrative of how the Consultant will implement this project, engage with the various audiences, and manage Eureka’s image.

Task 5 Contract Deliverables (for selected consultant only):

- Implementation of above plans.
- Accomplishment of City goals.
- There is a substantial increase in the number of people with a positive image of Eureka as a spectacular place to live, work, and visit.
- There is a measurable increase in the number of people that choose to visit Eureka, stay in Eureka, shop in Eureka, and recreate in Eureka.

Task 5 Required Contract Timeline: Non-stop (24/7/365) marketing and branding of Eureka all day every day of the year.

Task 6: Self-Assessment and Accountability Plan

During the life of the contract, the Consultant will develop and maintain a “Self-Assessment and Accountability Plan.” For the purposes of this proposal, provide a detailed outline or early draft of the plan. The draft submitted does not need to be a final product, but should include sufficient detail to demonstrate to the City the Consultant’s overall approach to self-assessment and measurement of accountability to Eureka. How will the City know that you are doing a good job? And how will you determine your own success and effectiveness? Note that the City will require that the Consultant participate in quarterly workshops with the City of Eureka Economic Development Commission to review metrics, revisit the above plans, prepare for the coming quarter, and brainstorm new ideas for potential implementation. Outline how the Consultant will approach this requirement. Also note that the City will require that the Consultant present an annual report to City Council. Outline how the Consultant will approach this requirement and be sure to explain how the presentation will be meaningful and inspiring. In addition to unique content specifically crafted for this Task, the City recommends developing and consolidating metrics from all of the above tasks into a comprehensive table of self-assessment metrics.

Task 6 Proposal Requirement:

Detailed outline or early draft of a “Self-Assessment and Accountability Plan.”

Task 6 Contract Deliverables (for selected consultant only):

- Annually-updated “Self-Assessment and Accountability Plan.”
- Comprehensive table of assessment metrics.
- Quarterly workshop with the City of Eureka Economic Development Commission.
- Annual report to City Council.

Task 6 Required Contract Timeline: First submittal on December 1st, 2019; Annual update on July 1st each year.

REQUIRED STRUCTURE OF PROPOSAL

The Proposal should take the following structure:

1) Section 1: Organization Overview (no more than three pages):

- a) Name of Entity
- b) Status of Entity (for-profit business, non-profit business, etc)
- c) History of Entity
- d) Vision Statement
- e) Executive Summary with brief description of company including number of years in business, principals with the company, types of work performed, and number of employees.
- f) Other relevant information

2) Section 2: Narrative Regarding How to Accomplish City Goals (no more than two pages):

There is a section above titled “Underlying Goals” and Appendix A, which contains two categories of City goals: “Directly Relevant Goals” and “Other Relevant Goals.” Regarding the first category, it is the City’s expectation that the Consultant will either be primarily responsible for these goals or will be the City’s primary partner in the planning and implementation of these goals. Regarding the second category of goals, it is the City’s expectation that the Consultant’s implementation of the scope of work will be directly or indirectly instrumental in the City’s accomplishment of these goals. Provide a detailed narrative outlining how the Consultant will approach the City’s goals and how the Consultant will work with the City and other partner agencies to turn these goals into realities.

3) Section 3: Strategy for Collaboration and Partnerships (no more than two pages)

The selected Consultant will be expected to develop and regularly update an on-going strategy to productively collaborate with a range of diverse organizations, entities, and partners. Provide a list of which organizations the Consultant believes will be the most important organizations/entities with which collaboration will be necessary. For each organization, provide a detailed list of suggested metrics by which the City should measure the success of partnership collaboration. The metrics for each organization may (and probably should) be different from one another.

4) Section 4: Scope of Work (see above for detailed requirements):

- a) Task 1: Research and Analysis
- b) Task 2: Audience Research and Identification Plan
- c) Task 3: Eureka Branding and Image Management Plan
- d) Task 4: Marketing, Media Production, and Communications Plan (aka “Marketing Plan”)
- e) Task 5: Implementation of Marketing and Branding Strategies
- f) Task 6: Self-Assessment and Accountability Plan

5) Section 5: Draft Operations and Finance Plan:

Provide a detailed outline and early draft of an Operations and Financial Plan. The draft submitted does not need to be a final product, but should include sufficient detail to demonstrate to the City the Consultant’s overall approach to managing the staff, facilities, and budget that will be required to implement the Scope of Work. The plan must include the following:

- Headquarters – Identify the physical location within which the entity will operate and from which services will be provided. If the entity does not have an existing location, describe the type of location that the entity envisions using.
- Administration and Staffing (existing and/or envisioned)
 - Organizational chart
 - Description of envisioned staff, including:
 - Titles and roles (or just titles if staff is not yet hired)
 - Approximate wages and benefits for each title/role
 - Envisioned skills and duties of each title/role

- Organizational Structure – Describe in detail how the entity will generally operate, including management structure.
- Daily Operations – Describe in detail how entity will generally operate on a day-to-day basis.
- Financing Summary: Provide a general summary of financial ability to sustain the organization and associated expenses such as staffing and operational costs. Note that the maximum budget provided by the City will not exceed \$370,000 per year. The total budget amount presented in the financing summary will not be a will not be a factor in selecting the qualified firm/consultant.
- General accounting spreadsheet of estimated annual operations, including at a minimum:
 - Staff salaries/benefits
 - Facility lease (or equivalent) and utilities
 - Equipment maintenance (e.g. computers, display televisions, etc) and general office supplies
 - Advertising (web ads, social media, paper brochures, maps, etc)
 - Virtual presence (e.g. website, social media ads, etc)
 - Other expenses

6) Section 6: Qualifications (no more than five pages, plus bios/resumes, plus up to two collateral examples as attachments [not required])

- a) Operator Profile: Overview of proposed Consultant and description of experience and qualifications. What makes you and/or your organization qualified to execute the scope of work? Preference will be given to bidders with relevant previous experience in these areas:

<ol style="list-style-type: none"> i) Marketing ii) Market research iii) Brand identity iv) Advertising v) Graphic design vi) Web design vii) Social media management viii) Public relations ix) Public communications campaigns of this size, scope, complexity, and customer base 	<ol style="list-style-type: none"> x) Effective use of digital, video-based, internet-based, and social media as well as more traditional methods of print, radio, and television media xi) Multi-cultural communications campaigns and translation xii) Content development, design, and management of direct mail on specific timelines xiii) Working with local and regional press outlets, print shops, and similar businesses
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- b) Team Member Biographies or resumes: Brief professional biographies of the proposed principal operators of the organization. Biographies shall include: a summary of the qualifications, licenses, and experience of each individual and the proposed role of each individual. Each bio/resume shall be no more than two pages.

7) Section 7: Other Required Materials

- a) Disclose all planned sub-consultants, if applicable. If not applicable, indicate that no sub-consultants will be used. The Consultant shall have the staff capable of meeting the requirements of this RFP. To the extent that the Consultant lacks specific expertise in any of the disciplines needed by the City, a professional group of sub-consultants or associate firms may be assembled by the Consultant to complement their technical expertise. Sub-consultants must be disclosed to the City.
- b) Demonstrate that the Consultant has a physical location in Eureka that hosts at least one full-time staff member. The City will consider a location that is within a 30-minute drive of Eureka. As long as there is at least one local full-time staff member, other staff may work remotely in another non-Eureka location(s). If the Consultant does not have an existing location in Eureka, describe the type of location that the Consultant envisions using and a strategy for acquiring such a space.
- c) Consultant must provide a certificate of insurance demonstrating comprehensive general liability insurance. Alternatively, Consultant must provide a statement that such insurance will be obtained upon reward of the contract.

- d) Provide a statement that discloses any past, ongoing, or potential conflicts of interest (if any) that the Consultant may have in executing the scope of work.
- e) The proposal must be signed by an authorized representative of the Consultant or organization.
- f) Applicants must submit copies of their proposal to City by mail or hand delivery by the date listed at the beginning of this document. Postmarks will not be accepted.
- g) Applicants must also submit a copy of their proposal to City by email to developmentsservices@ci.eureka.ca.gov by the date listed at the beginning of this document.

8) Section 8: Summary Document and Marketing Skills Sample

- a) Show off your marketing skills. Summarize your entire proposal in a two-sided glossary flyer, brochure, or other limited-size format. Do not exceed the equivalent of a two-sided 8½ x 11 sheet of paper.
- b) Ensure that the Summary is a succinct summary overview your proposal.
- c) Structure the Summary as an easy quick-reference guide that the review panel can use to understand your proposal “at-a-glance.”

ADDITIONAL CONSIDERATIONS

The following additional information is meant to provide some addition guidance to the Consultant:

- Advertising – The City neither requires nor encourages advertising and other forms of alternate revenue generation. However, if the Consultant plans to utilize advertising or other forms of alternate revenue generation, the City expects that such a strategy is disclosed in one or more of the above sections.
- Boards and committees – The City neither requires nor encourages the development of a stand-alone Board or specific committees. The City will regard the City Council as the primary board of the Consultant and the City Economic Development Commission as a secondary management entity of the Consultant. However, if the Consultant plans to utilize a stand-alone Board and/or committees, the City expects that such a strategy is disclosed in the Operations Plan.

PROPOSAL EVALUATION

The City of Eureka is using the competitive proposal process, wherein the experience and approach of each submitted proposal is evaluated as it relates to the Scope of Services and other elements outlined in this RFP. The City Manager will convene a Selection Panel at his/her discretion to evaluate the proposals and to make a recommendation to the City Council. The City will provide a maximum annual budget of \$370,000. Cost will not be a factor in selecting the qualified firm/consultant.

Proposals will be evaluated on the following criteria:

1. Organization Overview	0 points <i>(but mandatory)</i>
2. Narrative Regarding How to Accomplish City Goals	10 points
3. Strategy for Collaboration and Partnerships	10 points
4. Scope of Work	45 points
5. Draft Operations and Finance Plan	15 points
6. Qualifications	15 points
7. Other requirements	0 points <i>(but mandatory)</i>
8. Summary Document and Marketing Skills Sample (stand-alone document)	5 points
Total	100 Points

The City of Eureka reserves the right to negotiate final scope of services, accessibility and maximum administration funds to be available under this proposal with the successful firm. The City of Eureka, its Governing Body, whom retains the right to reject any and all proposals, will award the contract. The City of Eureka reserves the right to award a contract to the firm that presents the proposal, which in the sole judgment of the City of Eureka, best serves the City of Eureka. The City of Eureka reserves the right to reject any or all proposals, to waive minor irregularities in said proposals, and/or to negotiate deviations with the successful firm.

Prior to contract award (if applicable) the selected firm shall obtain a business license and submit certificates of insurance naming the City of Eureka, its officers, officials, employees, and volunteers as additional insured. Insurance coverage and amounts will be specified in the contract.

OPTIONAL PRE-BID MEETING:

An optional pre-bid meeting will occur on the date listed at the beginning of this RFP. Any party interested in submitting a proposal is encouraged to attend the meeting. Parties interested in attending the meeting must call 707-441-4160 at least one day in advance to receive information regarding the time and location of the meeting. Parties interested in attending via conference call must call 707-441-4160 at least one day in advance to request a conference call number. During the meeting, City staff will present a brief overview of the RFP and the envisioned scope. Interested parties may then ask questions and staff will provide answers if possible. City staff will record all questions and answers. All questions and answers will be presented in Addendum #1 (see below).

SUBMITTAL OF QUESTIONS AND RELEASE OF ADDENDUM #1:

In addition to questions asked during the pre-bid meeting, interested parties may submit questions via email. Questions regarding the RFP shall be submitted to the City via email (developmentservices@ci.eureka.ca.gov) no later than 5:00pm on the date listed at the beginning of this RFP. One week after questions are due, the City will post Addendum #1 on the City's website. Addendum #1 will answer all of the questions posed, including those questions posed during the pre-bid

meeting. The City is not responsible for any explanations or interpretations of the Request for Proposal other than by Addendum #1.

DELIVERY

All submittals shall be professional produced and printed in ink clearly and legibly, in conformance with this RFP. Proposals shall be printed double-sided on 8-1/2 x 11 inch paper. Nine (9) bound copies and one (1) unbound copy of the proposal shall be submitted in an envelope plainly marked on the outside: "Marketing Services Proposal." Proposals shall be mailed or hand-delivered to the Finance Department, first floor, 531 K Street, Eureka, California, 95501. It is the Proposer's responsibility to ensure that the RFP is received by the City prior to the hour and date for submittal of the proposal specified at the beginning of this document. Any proposals received by the City after the hour and date shall be rejected and returned unopened. Postmarks will not be accepted. The City is not responsible for proposals delivered to a person/location other than specified above. Applicants must also submit a digital copy of their proposal to the City by email to developmentsservices@ci.eureka.ca.gov by the date listed at the beginning of this document. All proposals, whether selected or rejected, shall become the property of the City. The City of Eureka is not responsible for any costs incurred in the preparation of proposals and/or any work rendered by a firm prior to the contract award.

INTERVIEWS:

The review panel may select a top-scoring firm on the date that the panel first meets. However, the panel may alternatively determine that a number of top-scoring firms will be interviewed and provided with refined post-interview scores. If deemed necessary by the review panel, the City will conduct interviews with the top-scoring firms on the date identified at the beginning of this RFP. Those firms selected for interviews will be notified on the day after the panel review. Selected firms will have up to six days to prepare interview materials/presentations. Selected interviewees will be invited to be interviewed in person, but may elect to be interviewed via a video conference call.

CITY RESERVATION OF RIGHTS

The City reserves the right, at its sole discretion, to use without limitation, concepts, and data submitted in response to this RFP, or derived by further investigation thereof. The City further reserves the right at any time and for any reason to cancel this solicitation, to reject any or all proposals, to supplement, add to, delete from, or otherwise alter this RFP if the conditions so dictate. The City may seek clarification from a potential Consultant at any time and failure to respond promptly may be cause for rejection. The City also reserves the right to interview only those firms that the City finds, in its determination, the most advantageous services and to negotiate with one or more vendors to establish contract terms acceptable to the City. The City of Eureka is not responsible for any costs incurred in the preparation of proposals and/or any work rendered by a firm prior to the contract award.

APPENDIX A: CITY GOALS

Interested parties are highly encouraged to read and thoroughly understand the goals outlined below before reading the scope of work.

During the 2018 City Council Strategic Visioning Session, all of the City Council members spent two entire days together identifying the City's biggest challenges, greatest needs, and top priorities for the coming two years. The two most agreed upon challenges were a "negative public narrative" and the phenomenon that "What you focus on is what you see." These are serious challenges in Eureka, where the local media, local residents, members of the business community, and residents of nearby communities too often focus deeply and exclusively on Eureka's darkest corners. While things are getting better in this regard over the past year, the City needs help with shinning a spotlight on Eureka's assets (and enhancing Eureka's assets) so that we all "focus on" and "see" a better Eureka.

It is the City's expectation that the selected Consultant will be a vital partner to the City in strategically analyzing and preparing for the goals below and will make substantial contributions towards the accomplishment of these goals.

- **CATEGORY 1: Directly Relevant Goals (Consultant will be either primarily responsible for these or will be the City's key partner in the planning and implementation of these goals)**
 - From the 2040 General Plan (adopted October 15, 2018):
 - *Highly-effective, Eureka-centric marketing and branding strategies that maximize return on investment, increase visitation and visitor spending, and thereby increase Transient Occupancy Tax revenue and sales tax revenue.*
 - *Brand Eureka as a gateway to north coast ecotourism destinations such as Redwood National Park, the rugged north coast beaches, wild and scenic river rafting, mountain biking, and other similar ecotourism opportunities.*
 - *Encourage increased year-round and multi-day tourism by promoting Eureka as a cultural tourism destination rich in local architecture, history, dining, arts, and entertainment and by promoting and developing Eureka as an ecotourism and adventure tourism destination with activities such as bay kayaking, the Eureka waterfront coastal trail, Zoo, and forested city-parks.*
 - *Combat the trend of on-line shopping and increase spending in Eureka through the development of "shop local" campaigns and other related marketing efforts targeted at residents that live in Eureka, nearby cities, and the surrounding region. For residents of the other population centers in Humboldt County, promote Eureka as a family-friendly destination for weekend day-trips and holiday shopping excursions.*
 - *Identify and implement strategies aimed at attracting significantly greater visitation to Eureka businesses by HSU and CR students living outside the City.*
 - *Encourage the development of additional recreation and tourism businesses and industries.*
 - *Solicit, encourage, support, expand, and promote a diversity of major multi-day events and minor special-interest events in order to showcase Eureka and increase tourism.*
 - *Promote and expand the burgeoning market of "Manufacturing Tours" as exemplified by breweries, chocolate makers, and other similar facilities.*
 - *Provide widespread, user-friendly wayfinding systems that direct visitors to various mobility options, parking locations, and local destinations. Explore range of creative wayfinding systems that are delivered through a variety of traditional signage formats and non-traditional formats such as technology-based mobile applications.*
 - *Promote the development and expansion of tourist activities such as boat tours, carriage rides, and trolleys in the Core Area.*
 - *Evaluate the market for commercial cruise ship visitation and assess in relation to the anticipated cost of required infrastructure improvements.*

- *Work with local businesses and tourism-related organizations to establish a data management system that tracks and monitors tourism-related data with the intent of informing tourism-related investments and tourism-related policy decision-making.*
 - *Develop and implement a wayfinding, banner, and signage program that communicates the various arts and culture activities and options to local and regional travelers.*
 - *Engage in marketing and outreach efforts designed to increase knowledge about and to enhance the attendance of arts and culture-related venues, programs, and events.*
 - *Develop several cultural focal points across the City, in addition to strengthening the Core Area, for entertainment, cultural, and community activities. Promote the development of a cultural arts/theater district within the Core Area, with particular emphasis on F Street, C Street, and Opera Alley.*
 - *Improve and promote community engagement and participation in the public process for all segments of the community.*
- From the 2018 City Council Strategic Visioning Session:
 - *Eureka has a positive image.*
 - *Eureka has unique and abundant attractions/ tourism choices for the community and visitors to enjoy.*
 - *Eureka residents enjoy a livable and sustainable community and abundant choices for leisure time.*
 - *Eureka is a vibrant, flourishing and safe community where people want to live and visit.*
- From the 2016 Economic Development Strategic Plan
 - *Make improvements that increase Eureka's attractiveness as a tourism destination.*
 - *Pursue gateway, signage and streetscape improvements.*
 - *Pursue branding and improvements to reinforce the concentration of retail activity at established nodes within market niches.*
 - *Promote Eureka as a North Coast visitor hub for adventure and tourism, with access to the ocean, rivers, forests and mountains, as well as local architecture, history, dining, arts, and entertainment.*
- **CATEGORY 2: Other Relevant Goals (Consultant's work will be directly or indirectly instrumental in the City's accomplishment of these goals)**
 - From the 2018 City Council Strategic Visioning Session:
 - *Eureka is an aesthetically captivating and artistic community with beautiful neighborhoods.*
 - *Eureka is a financially stable, effectively run city with an engaged public.*
 - *Eureka has strong, collaborative relationships with partner organizations and the general community.*
 - *Eureka has an alive waterfront, Old Town, and Downtown and thriving regional economy.*
 - *Eureka is a community that attracts and retains diverse, skilled workforce thru business investment.*
 - From the 2016 Economic Development Strategic Plan
 - *Make improvements that increase Eureka's attractiveness as a tourism destination.*
 - *Pursue gateway, signage and streetscape improvements.*
 - *Promote the establishment and development of arts-based businesses.*
 - *Establish an Arts Friendly Neighborhood Program.*
 - *Support visual and performing arts programming, festivals and other events.*
 - From the 2040 General Plan (adopted October 15, 2018)
 - *Regularly update and pursue funding sources to implement the projects prioritized in the Strategic Arts Plan.*

- Identify and pursue funding sources to implement the Sequoia Park Zoo Master Plan, including the envisioned Canopy Walk.
- Work with property owners and business owners to fund and implement the Opera Alley Visioning Plan and other similar projects in Opera Alley, Snug Alley, and Pioneer Alley.
- Expand and promote performing and visual arts through programs, facilities, and arts-based infrastructure that will support tourism and otherwise contribute to the retention and creation of job opportunities.
- Encourage and assist in the development and maintenance of murals to enliven blank walls in the Core Area.
- Establish a data-driven revenue reinvestment program for transient occupancy tax (TOT) generated revenue. Program would reinvest some TOT revenue back into tourism-related assets, infrastructure, events, and marketing with the intent of continually increasing TOT revenue.
- Continue to work with the Eureka Arts and Culture Commission to regularly update the Strategic Arts Plan that supports the arts and cultural development of the City and conduct surveys and studies, hold stakeholder meetings, or utilize other forms of analysis to understand the arts and cultural needs and interests of the community.
- Apply for grant funding opportunities, consistent with the adopted Strategic Arts Plan, for the development of a wide range of high-quality arts and educational programs and projects that are accessible to all.
- Develop programs that invest in and contribute to the enhancement of arts and cultural programs, services, organizations, and artists to foster ongoing cultural tourism efforts and creative economic development in the city.
- Partner with Humboldt State University and other educational institutions, libraries, arts and cultural organizations, and creative individuals and proponents to strengthen the network of arts and cultural resources in the City and region.
- Encourage coordination among local arts and cultural groups and events to expand their appreciation by the community.
- Continue to support the local arts community and programs associated with arts, culture, music and theater, and organizations such as Eureka Main Street and the Ink People Center for the Arts, and others.
- Continue to encourage the development of entertainment, recreational, and cultural activities for youth.
- Collaborate with local museums, such as the Clarke Museum, the Morris Graves Museum, the Discovery Museum, and others, and support expanded educational opportunities at these sites.
- Support the rehabilitation and conversion of buildings to expand and develop artist live-work spaces.
- Participate in studies to determine the feasibility of renovating cultural facilities and historic buildings throughout the City but namely within the Core Area to provide additional spaces for art and cultural programs.
- Establish and maintain a City-designated Cultural Arts District registered with the California Arts Council.
- Remove or minimize any City-based regulatory restrictions that would prevent private investment into public spaces, such as phantom art galleries, parklets, neighborhood-based mini-libraries, and murals on privately-owned buildings.
- Continue to support public art that is consistent with the City's Public Art Guidelines and emphasizes art as an interactive pedestrian experience, allowing for a more inclusive and engaging public realm, including landscape buffers, parklets, parking lots, and other small public spaces.
- Promote cooperative arrangements with public and private agencies that allow for temporary or permanent displays of art on public or private land, such as murals on blank walls and create a City Phantom Art Gallery Program.

- Continue to support and/or host community events such as Arts Alive, the Farmers Market, the Summer Concert Series, the Redwood Coast Music Festival, and the Humboldt Makers Street Fair, among other events, to foster civic pride and affirm the City's identity as an inclusive and creative community.
- Continue to maintain existing community centers and actively support the establishment of community centers in underserved areas of Eureka to meet both the civic and cultural needs of the community.
- Continue to provide positive educational and social influences for youth, including at risk youth, and collaborate with other organizations in Eureka to expand the range of positive opportunities.
- Preserve our small town charm, livability and sense of community, while embracing our role as the County seat and as the largest city on California's north coast.
- Promote our Waterfront, Old Town and Downtown as vibrant destinations for residents, businesses, the arts, and tourists.
- Revitalize and beautify the Broadway Corridor.
- Foster a diverse and resilient local economy friendly to new business investment and the creation and retention of quality jobs.
- Provide abundant options for leisure time including top quality parks and recreation programs.
- Celebrate our active arts scene and invest in arts-related programs and infrastructure (such as sculptures and murals).
- Eureka has a welcoming and supportive environment for businesses to grow, thrive and continue to contribute positively to the City's economy.

APPENDIX B:

CONSIDERATIONS FROM MEMBERS OF THE EUREKA ECONOMIC DEVELOPMENT COMMISSION

Interested parties are highly encouraged to read and thoroughly understand the considerations outlined below before preparing a proposal.

Considerations from Members of the Eureka Economic Development Commission:

- Future Thinking:
 - Candidate/Firm will be highlighting what Eureka is becoming, not what it currently is or was.
 - Developing “Evergreen” campaigns and events that will built over time, instead of being “one-offs”
 - Candidate/Firm will be investing/using cutting edge technology to reach generation Z consumers and future generations. Understanding how young adults are consuming media will be critical in building the next wave of tourist, entrepreneurs and skilled workers.
 - Open -Minded to new industries, such as cannabis, CBD, off shore wind power, and God knows what else.
- Build Consensus
 - Candidate/Firm will experience push back from our community, in both directions. They will need to be diplomatic and firm to not be swayed by social pressure.
 - They will need to be able to bridge different viewpoints and find “win-wins.”
- Utilizing local resources / Collaboration
 - One reason many tourism efforts have failed in the past is that the organizations bring in some hot shots from a huge metropolitan area. This isn’t necessarily bad, however, time has shown their campaigns consistently miss the mark, because the outside organizations don’t really understand Eureka/Humboldt. Whether you are local or not, plugging into the local community will be essential to properly appreciating and marketing Eureka.
- You mention “shop local” campaigns. This needs to encompass not only our local small businesses, but our local chains as well. Sort of a “We have it all! : Artisanal boutiques and national retailers.” Some people love big box retailers, where they can buy a broader range of products in addition to locally-made products.
- We also need to foster relationships with our big box retailers.
- Focus on business, locals, and visitors as core pillars (not just visitors).
- Storytelling
 - The Candidate/Firm will need to be expert storytellers, for Eureka unlike many places, actually has a story. A true, authentic story. This is perhaps our greatest attribute. Mining this story and discovering the layers in the past, then penning the future tales will be the essence of this role.
- Brand
 - The branding and logo development needs to have national appeal and the ability to translate to consumers on a national level. Not just niche groups. Much the way the white oval circles are used by communities like Jackson Hole to market themselves or CAGrown is used to market California produce and flowers. The design need to be shareable, both physically and digitally.

